

- Offer grants to develop artist residencies, professional development workshops, and strategic program planning in arts education, as well as operating support grants for arts organizations' educational mission.

1. Ongoing opportunities will be offered by the Artists in Schools & Communities grants, the Teacher Exploration of the Arts (TEA) grants, the Public Value Partnerships grants and Professional Development grants.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue all program opportunities.
 - ✓ \$ 118,237 granted for Artists in Schools & Communities grants by 4-24-09 (98% of the available funds)
 - ✓ \$5,000 allocated to professional development for teachers and teaching artists
 - ✓ Third round of Public Value Partnerships were granted to 45 organizations, totaling \$312,280.
 - ✓ Thirty artists and arts organizations received Professional Development grants, totaling \$19,142.
 - ✓ Arts Education director and Grants director edited Professional Development applications for clarity. The applications were updated. Professional Development for teachers and educators is now more clearly defined and will encourage applications by this group.
 - ✓ Six Folk Arts Master/Apprenticeship awards of \$1,500 each were made in FY 2009.

2. Ongoing advertising of grants in print, website, conferences and distribution list communications; provide technical assistance; process in a timely manner.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue all advertising and assistance opportunities.
 - ✓ Artists in Schools & Communities (AISC) grant postcard mailed to all Montana elementary schools March 2009.
 - ✓ AISC grant information shared at the County Superintendents Conference September 2008, Montana Education Association-Montana Federation of Teachers (MEA-MFT) statewide teacher conference, and Montana Conference of Educational Leadership (MCEL) conference October 2008.
 - ✓ Eighty-two percent of the FY 2009 AISC grants funded received technical assistance in applying for their grant with 98% of applicants funded; 91% of the grants received their information packets two weeks before the residency started.
 - ✓ An accounting technician was hired which greatly improved the turnaround time for issuing payment of grants.

- Offer technical assistance to schools and arts organizations to determine whether their programs and facilities are available to a diverse group of learners

1. Offer assessment assistance through VSA arts to all Public Value Partnerships grantees to eliminate physical barriers in their facilities and make promotional materials accessible.

FY 2009 Tasks (with Accomplishments in Italics)

- Develop next phase of plan based on analysis.
 - ✓ *Plan to offer one substantive ADA technical assistance resource per year to the 45 Public Value Partnership arts organizations was deferred due to re-prioritized workload.*
- Suggest next steps regarding the Americans with Disabilities Act for future Public Value Partnerships grantees' final reports.
 - ✓ *Deferred to the future.*

2. Offer Americans with Disabilities Act (ADA) assistance through MAC website.

FY 2009 Tasks (with Accomplishments in Italics)

- Under "Resources" a new section with resources specific to ADA will be created. Materials on accessibility and arts participation in the classroom will be posted. Grants director will develop the initial template by July 30, 2008. Web services director will create the template on the website and create links to all existing resources by August 30, 2008.
 - ✓ *New "Accessibility" section now available on website*
http://art.mt.gov/resources/resources_access.asp
- Web services director will update Artist Registry descriptions on the website to reflect accepted language for individuals with disabilities by August 30, 2008.
 - ✓ *Artist Registry descriptions on the website now use the language "individuals with disabilities"*

3. Arts Education director and Indian arts market development manager collaborate on alternative strategies for recruiting new Indian artists to the Artists' Registry.

FY 2009 Tasks (with Accomplishments in Italics)

- Indian arts market manager and Arts Education director will evaluate the efficacy of the current process, improve the process and remove the barriers by September 30, 2008.
 - ✓ *It was determined that the artist registry concept is not a productive one when thinking how best to work with Indian artists, and a one-on-one approach is going to be better.*
 - ✓ *Indian arts market manager continues outreach to Montana tribal artists to inform them about the benefits of joining the Artists Registry.*
 - ✓ *Outreach ongoing.*

- Provide leadership in advocating for arts education for all Montanans by serving on statewide boards and collaborating with other state agencies and state/national arts organizations

1. Ongoing collaborations with the following to provide a conduit for arts education advocacy and technical assistance:

- A. Montana teaching artists**
- B. Montana Alliance for Arts Education**
- C. VSA arts of Montana**

- D. Members of Museum and Art Gallery Directors Association**
- E. Members of Montana Performing Arts Consortium**
- F. Members of Montana Association of Symphony Orchestras**
- G. National Endowment for the Arts**
- H. National Assembly of State Arts Agencies**
- I. CraftNet**

FY 2009 Tasks (with Accomplishments in Italics)

- Continue all collaboration opportunities.
 - ✓ *All collaborations on track.*

2. Explore possible partnerships with:

A. Regional Councils on Aging

FY 2009 Tasks (with Accomplishments in Italics)

- Arts Education director will attend a quarterly meeting of the directors of Area Agencies on Aging by October 1, 2008.
 - ✓ *Arts Education director attended the quarterly meeting of the directors of Area Agencies on Aging, October 28, 2008.*
 - ✓ *Shared information on residencies grants available, ArtFacts card re: benefit of older adults taking arts workshops and the website Creativity Matters: The Arts and Aging Toolkit.*
- Arts Education director will develop an article targeted at helping Montana arts organizations better serve older adults. Printed in State of the Arts (SOA) newspaper by the March/April 2009 issue.
 - ✓ *Article written by Gay Hanna, Executive Director National Center for Creative Aging: Creativity Matters: Arts and aging in America, printed in State of the Arts (SOA) newspaper Jan/Feb 2009.*

B. Society for the Arts in Healthcare and other similar organizations

FY 2009 Tasks (with Accomplishments in Italics)

- Create a task force of MAC council members to map the next steps.
 - ✓ *Youpa Stein and Jane Deschner.*
- Meeting scheduled to discuss best possible ways to share this information with Montana arts organizations and to find out what they think their role is.
 - ✓ *Research and development continues on the Arts and Healthcare survey of arts organizations, artists and healthcare direct providers and administrators through June 20, 2009.*

How We Evaluate It:

- Compile data from the grant reports, including how many have specific ways to modify instruction to accommodate diverse learners and how many offer reduced fees or scholarships

1. Arts Education program evaluation conducted on grant applications and reports each September.

FY 2009 Tasks (with Accomplishments in Italics)

- Evaluation process will be completed for FY 2008 grants by September 30, 2008.
 - ✓ *Evaluation process of FY 08 grants completed by October 2008.*
 - ✓ *Continued work on the formulation of surveys for the Arts in Healthcare project.*
- Design and planning in production of new database to compile and generate reports based on final reporting statistics.
 - ✓ *Strong ADA component now tracked in grants statistics; analysis of large changes in students and community members served; in-kind and cash support from the community and counties served by Signatures added to statistical analysis.*
- Research of possible future statistical analysis needs.
 - ✓ *Due to Executive Assistant's workload issues our Arts and Healthcare surveys were not sent or evaluated in FY 2009.*
 - ✓ *Began research, partnership-building and survey development.*
 - ✓ *MAC Council set aside \$2,000 to pay for assistance toward finalizing the Arts and Healthcare surveys and analyzing the data in FY 2010.*

- Review the expertise of artists on the Artists Registry to accommodate their lessons for a diverse group of learners

1. Ongoing compilation of a list of artists on the registry who work with individuals with disabilities and review for gaps in services – annually by March 31.

FY 2009 Tasks (with Accomplishments in Italics)

- Annual review to be completed by March 31, 2009.
 - ✓ *FY 2009 annual review completed. 72% of the artists on the Artist Registry have experience working with individuals with disabilities and children at risk. Their experience is with developmental, physical and emotional disabilities ranging from pre-school to older adults.*

- Track increase in artists on the Artists Registry who are Montana tribal members

1. Compile a list of artists on the registry who are Montana tribal members.

FY 2009 Tasks (with Accomplishments in Italics)

- Annual compilation done by Arts Education director by June 30, 2009.
 - ✓ *Annual compilation done by Arts Education director, no Montana tribal members are currently on the Artist Registry. One artist is a member of the Arikara and Hidatsa Nation.*
 - ✓ *Established a baseline of artists on the registry who are Montana tribal members.*

- Database design and planning to better track tribal members and more carefully define their expertise.
 - ✓ *Determined registry process is a barrier, as well as access to information for Montana tribal members.*
 - ✓ *Database designed and planned to better track tribal members and more carefully define their expertise.*

Arts Education Frame #2: K-12

Outcome We Want:

All Montana K-12 students have the opportunity to study a curriculum that enables them to achieve the Montana Board of Public Education's Standards for Arts, thereby providing *all the arts for all the students in all the schools.*

How We Do It:

- Provide technical assistance on curriculum development, assessment tools and resources in person, by telephone (Arts Education Hotline 800 #) and on our website

1. Develop four posters with teaching tools based on the traditional arts for use in schools and nonprofit arts groups.

FY 2009 Tasks (with Accomplishments in Italics)

- Arts Education director and Folk Arts/market specialist create school distribution plan for fall 2008.
 - ✓ *All 840 Montana public and accredited private elementary, middle schools and high schools received sets of the four posters in November 2008.*
 - ✓ *In March 2009 the Bozeman School District picked up 40 more sets.*
 - ✓ *Arts Education director uploaded the posters on the MAC website to graphics and lesson plans - available at no charge to the public.*

2. Continue to provide technical assistance:

A. During site visits to schools and organizations that have residency grants

FY 2009 Tasks (with Accomplishments in Italics)

- Continue technical assistance.
 - ✓ *Arts Education director provided technical assistance to grant sponsor staff and teaching artists during five site visits.*

B. Through organized one-on-one conversations at annual Montana Education Association-Montana Federation of Teachers (MEA-MFT) statewide teacher conference in collaboration with the MT Alliance for Arts Education.

FY 2009 Tasks (with Accomplishments in Italics)

- Hold one-on-one conversations at October 2008 conference.
 - ✓ *One-on-one conversations with K12 teachers were scheduled throughout the two-day conference in collaboration with the Montana Alliance for Arts Education (MAAE) October 2008.*
 - ✓ *250 booklets with arts lesson plans and articles on adaptations for students with disabilities were distributed.*

C. At workshop at annual Montana Conference of Educational Leadership (statewide school administrators and school board trustees' conference).

FY 2009 Tasks (with Accomplishments in Italics)

- Attend October 2008 conference and provide technical assistance.
 - ✓ *Arts Education director presented a session on arts education resources available which was attended by 20 school administrators and school board trustees October 2008 in Billings.*

D. On the Arts Education Hotline (toll free phone number 800-282-3092).

FY 2009 Tasks (with Accomplishments in Italics)

- Continue hotline access.
 - ✓ *Conversations with teachers, administrators, arts organization staff, teaching-artists and parents throughout the year, education director.*

E. On the arts council's website under "For Schools," "Folklife," "For Artists," and "Resources."

FY 2009 Tasks (with Accomplishments in Italics)

- Continue technical assistance on the website.
 - ✓ *A new arts education advocacy DVD There is More: Supporting Arts Education in our Schools posted in streaming video.*
 - ✓ *Montana Circle of American Masters posters' photos, lesson plans and biographies of the artists posted in PDF formats.*
 - ✓ *Four new web links added to the arts education section of the web site.*
 - ✓ *Work done towards reorganizing the folklife section of the MAC website, with educational resources more easily identified and resource links added.*

- Organize workshops for teachers and teaching artists in assessment, lesson planning, classroom management, and integration of the arts with other subjects

1. Continue current activities in collaboration with Montana Alliance for Arts Education:

A. Ten or more workshops in all arts each year at annual Montana Education Association-Montana Federation of Teachers (MEA-MFT) statewide teacher conference with MEA-MFT paying the fee and travel for the arts keynote presenter.

FY 2009 Tasks (with Accomplishments in Italics)

- Deliver workshops for October 2008 conference.
 - ✓ *Fifteen workshops were offered at the annual MEA-MFT conference in Missoula October 2008 with 161 teachers attending.*

B. Workshops integrating the arts with other subject areas, held in underserved and/or rural areas of the state.

FY 2009 Tasks (with Accomplishments in Italics)

- Two workshops offered by September 15, 2008 in Lewistown and Havre; two workshops offered in Glendive October 16, 2008.
 - ✓ *In collaboration with the Montana Alliance for Arts Education: One workshop was offered in partnership with Miles Community College in Miles City October 2008 with 12 teachers attending; one workshop in partnership with the annual Reading Conference in Great Falls October 2008 with 60 teachers attending; one workshop in January-February in partnership with the Montana Small School Alliance in each Miles City, Butte, Bozeman, Great Falls and Lewistown with 122 teachers attending.*

C. Build on the previous four six-hour teaching artists workshops on lesson planning, assessment and classroom management by having Eric Johnson present a six-hour follow-up workshop.

FY 2009 Tasks (with Accomplishments in Italics)

- Eric Johnson will provide a new six-hour workshop for teaching artists by May 15, 2009.
 - ✓ *Six-hour workshop presented by Eric Johnson for 15 Montana teaching artists on May 6, 2009.*

- Offer grants for curriculum, assessment and professional development, and artist residencies

1. Continue Artists in Schools & Communities residency and special project grants.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue grant programs.
 - ✓ *Grants continue to be very popular. Final reporting analysis will be completed in December 2009 to determine what percentage of school children were reached and total number of residencies.*

2. Offer 15 of the new Teacher Exploration of the Arts grants for elementary classroom teachers.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue T.E.A. grant program.
 - ✓ *Two grants funded.*

- Provide leadership in advocating for "all the arts for all the students in all the schools" by serving on statewide boards and collaborating with other state agencies and state/national arts organizations

1. Create an arts education advocacy DVD.

FY 2009 Tasks (with Accomplishments in Italics)

- Distribute DVD to arts organizations through Montana, including MT Association of Symphony Orchestras, Museum and Art Gallery Directors' Association, Montana Performing Arts Consortium and Montana Association of Arts Educators. Arts Education director and administrative assistant involved.
✓ *Completed February 15, 2009.*
- Create an article for the SOA newspaper describing the DVD and offering it as a resource, Arts Education director and administrative assistant, by November 25, 2008 for the January/February 2009 issue.
✓ *An article describing the DVD and offering it as a resource published in the May/June 2009 issue of the SOA newspaper.*

Other FY 2009 Accomplishments

- ✓ *Information about Arts Education DVD distributed state- and nationwide through Arts Ed director's distribution lists April 2009, with link to MP4 version, and distributed to NASAA arts education managers.*
- ✓ *Hard copies of Arts Education DVD with support materials mailed to all who have requested it – about 30 copies.*
- ✓ *Streaming video of arts education advocacy DVD posted on the web site in April of 2009.*

2. Continue collaborations with:

- A. MT Alliance for Art Education**
- B. VSA arts of Montana**
- C. Statewide arts service organizations**
- D. University of Montana Drama/Dance Department**
- E. MT Board of Public Education**
 - 1. School Improvement Division**
 - 2. Indian Education Division**
- F. Montana Office of Public Instruction**
- G. Montana Parent Teacher Association**
- H. National Endowment for the Arts**
- I. National Assembly of State Arts Agencies**

FY 2009 Tasks (with Accomplishments in Italics)

- Continue all collaborations.
✓ *Collaborations on track.*

How We Evaluate It:

- Determine if school residency grants have clear and measurable learning objectives that are aligned with the Montana Standards for Arts, an appropriate process to assess how well students achieved the learning objectives, and detailed activities that meet the learning objectives

1. Compile residency grants' data each September and create an evaluation process for the Teacher Exploration of the Arts grant.

FY 2009 Tasks (with Accomplishments in Italics)

- Evaluation process completed upon receipt of final reports.
 - ✓ *Evaluation process completed October 2008 for FY 2009.*
 - ✓ *FY 2009 evaluation will be completed by December 31, 2009 to assess overall satisfaction; that learning objectives are clear; effective processes to assess that learning objectives are met; detailed activities met objectives; integration has occurred with curriculum/program; and a high quality job was done by the artist.*

2. Determine if the Teacher Exploration of the Arts grants are an effective way to give elementary teachers more confidence in providing arts instruction in their classroom.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue evaluations, complete process by September 30 each year.
 - ✓ *The evaluations from both the teachers and the artists for the 11 grants in FY 2008 uniformly rated the program as highly effective. The reason for the small number of applicants in FY 2009 is unknown at this time.*

- Obtain data from the Office of Public Instruction to determine if the districts' written curricula and assessment for the arts are aligned with the Montana Standards for the Arts

1. Determine the scope of evaluation and evaluate available data.

FY 2009 Tasks (with Accomplishments in Italics)

- Carry out this plan annually by June 30.
 - ✓ *Accreditation Division at OPI provided data on how many teachers teaching visual art, drama or music are misaligned (not licensed and endorsed in the subject they are teaching), what courses and how many they teach, where they teach and how many classes are taught in total in Montana Schools for each course. This is the closest data they have to curricula and alignment with the Montana Standards for the Arts. When the Five-Year Comprehensive Education Plan updates go on-line more information on the alignment of district curriculum and the Montana Standards for the Arts should be available.*

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Economic Vitality Frame #1: Training and Network Development

IMPORTANT NOTE: Several new opportunities presented themselves in FY 2009 that caused the agency to shift priorities in order to take advantage of new federal funding. The NEA budget increased by 20% in FY 2009, and MAC received \$142,000 in new funding. With this advent, a new grant-to-artists' program, the Artist Innovation Awards, was developed by MAC and launched in the spring of 2009, with a budget of \$19,000.

In addition the NEA received \$50 million in American Recovery and Reinvestment Act (ARRA) funding, and \$241,000 was received by MAC for a FY 2009 ARRA grant program. The Artist Innovation Awards and the ARRA grant programs were deemed a priority for the agency and required a significant shift in MAC staff's focus.

As a result of these new funding streams, some of the strategies articulated below were re-prioritized to low priority for the year. Where little action was taken in the Economic Development or the Public Value frames, re-prioritization was the cause, since a significant portion of time of the personnel involved was shifted to building programs to take advantage of these new funding opportunities (700 staff hours in FY 2009).

Outcome We Want:

Provide or help link artists, artisans, arts educators and arts organization staff and boards to professional development and collaboration opportunities that help them to build healthy careers and businesses wherever they happen to live in Montana.

How We Do It:

- Continue ongoing series of workshops and customized services for artists, artisans and arts organizations to build skills in marketing, business, fund raising, audience development, legal and leadership/governance issues

1. Develop a plan to offer new training and network development opportunities for artists.

FY 2009 Tasks (with Accomplishments in Italics)

- Develop an orientation session to Montana Artrepreneurship Preparation (MAP).
✓ *Orientation workshop planned and prepared for cohorts involved in MAP.*
- Begin planning a Montana Artrepreneurship Preparation artists' group.
✓ *Recruited, set up and met with one cohort of six artists under MAP.*
- Follow up on connections with both the Coleman and Kaufmann Foundations.
✓ *Research on additional funding sources for market development (such as the Coleman and Kaufmann Foundations) ongoing.*
- Assist Montana World Trade Center in development of the Trunk Show.
✓ *Trunk Show plans put on hold pending reevaluation and funding.*

- Present Creative Capital Workshop for artists with Montana World Trade Center.
 - ✓ *Creative Capital workshop for artists presented, April 2009, in collaboration with the Montana World Trade Center: twenty-three artists from across the state attended the three-day workshop.*
 - ✓ *Indian Arts Market development manager helped finalize attendance of Native artists.*
- Present “Protect Your Art” workshop with Bill Frazier.
 - ✓ *Done at Montana Indian Business Alliance (MIBA) in April 2009.*
 - ✓ *Conversations started with Flathead Valley Community College to offer this workshop to their community.*
- Explore federal partnership funding possibilities with MAC member Arlene Parisot.
 - ✓ *Explorations continue.*

Other FY 2009 Tasks Accomplished

- ✓ *Folk Arts/Market Development specialist, Indian Arts Market Development manager and Business Development specialist established a bi-weekly business conference staff meeting to discuss opportunities.*
- ✓ *Folk Arts/Market Development Specialist prepared and presented a two-day workshop “Launching Yourself into the Business of Art” to artists selected by the Montana World Trade Center to attend the Kentucky Crafted Market, February 2009.*
- ✓ *Indian Arts Market development manager worked with native artists in preparation for Kentucky Crafted, December 2009.*
- ✓ *Indian Arts Market development manager and Folk Arts/Market development specialist recruited eligible artists for consideration by the Montana World Trade Center to participate in the Kentucky Crafted Show, February 2009.*
- ✓ *Indian Arts Market development manager and Folk Arts/Market development specialist traveled to the Kentucky Crafted show, providing one-on-one preparation advice, on-site set-up assistance, during-show mentoring and support, and post show help for the 10 artists attending the Kentucky Crafted Show.*
- ✓ *Worked with Folk Arts/Market Specialist and MT World Trade Center to include Native Artists that participated in the Kentucky Crafted Market and the Made in Montana Marketplace, March 2009.*

2. Design and produce artists’ showcase opportunities and training for Indian artists in conjunction with the Montana Indian Business Alliance (MIBA) meeting. Professional development focus on marketing, business skills and legal issues.

FY 2009 Tasks (with Accomplishments in Italics)

- Design program and coordinate artists’ registration for spring 2009 MIBA Conference – Business development specialist, Folk Arts/market specialist, Indian arts market manager.
 - ✓ *Indian Arts Market manager and Folk Arts and Market development specialist helped in planning the 2009 MIBA conference in general and specifically for logistics for the artist showcase and training.*

- Plan to again offer “Protect Your Art” workshop with Bill Frazier and marketing workshop with the First People’s Fund.
 - ✓ *Partnered with MIBA Conference to bring the following workshops for Native Artists to the MIBA Conference (twenty Native American artists attended):*
 - “Native Art Marketing and Professional Development” First People’s Fund
 - “Protect Your Art” Attorney Bill Frazier

3. Develop a statewide Indian artist inventory.

FY 2009 Tasks (with Accomplishments in Italics)

- Indian arts market manager continues to identify Indian artists.
 - ✓ *Indian Arts Market Manager networked to identify Indian artists and add them to the database.*

4. Hold discussions with the following Indian organizations to explore professional development and marketing strategies:

- A. Montana/Wyoming Tribal Leaders Council**
- B. Native American Development Corporation**
- C. International Traditional Native Games Society**
- D. Montana Indian Business Alliance (MIBA)**
- E. Office of Indian Affairs**
- F. Tribal Colleges**
- G. Individual Indian Artists**
- H. Inter-Tribal Agriculture** (newly added in 09)
- I. Bureau of Indian Affairs – Indian Arts & Crafts** (newly added in 09)
- J. First People’s Fund** (newly added in 09)

FY 2009 Tasks (with Accomplishments in Italics)

- Continue discussions. Ongoing, Indian arts market manager.
 - ✓ *Continued to establish links with representatives from tribal councils, artists attending the MIBA showcase and training, Great Falls Native American Art Show and other individual artists.*

5. Develop and deliver a public workshop to help artisans prepare for the Made In Montana Marketplace.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue to work with Made In Montana planners and Lonie Stimac to create and present at least one workshop to help artisans prepare for the Made In Montana Marketplace.
 - ✓ *Change of management personnel in the Made in Montana Marketplace delayed the production of the show itself, affecting the development of educational component.*
 - ✓ *Working with MIM planners, identified the most pressing voids in the MIM participant knowledge base.*

6. Create a path and network, and then guide qualifying artists through the Montana Circle of American Masters (MCAM) process.

FY 2009 Tasks (with Accomplishments in Italics)

- Pathway in place and operating.
 - ✓ *Eleven MCAM artists endorsed by MAC Council at the end of June 2009. By the end of 2008/2009, the Council endorsed 16 artists total for MCAM.*
 - ✓ *In January 2009, a formal Capitol Rotunda ceremony celebrated the official induction of 11 artists into the Montana Circle of American Masters.*
 - ✓ *MCAM artists included in the Creative Capital Workshop and the Kentucky Crafted market launch, helping to build a nascent network.*
 - ✓ *Disseminated MCAM brochures to Tribal Colleges, individual Native Artists and Tribal organizations.*
 - ✓ *Worked with Native Artists from Crow and Ft. Belknap to complete MCAM application process. The Native Artists were inducted into the MCAM.*

7. Present “Marketing Tune-Up” workshops on audience development and marketing in two cities for teams of representatives from arts organizations. Focus on growing audiences and bottom lines.

FY 2009 Tasks (with Accomplishments in Italics)

- Workshop scheduled for Missoula, October 3-4, 2008. Determine whether to host an additional workshop in the eastern part of the state during October or November 2008. Make decision by August 2008.
 - ✓ *Presented two workshops - October and November 2009. Program designed by Jim Copenhaver with guest presenters Len Edgerly (technology) and Dale Erquiaga (Branding). Attendees in Missoula: 34 arts leaders from seven arts organizations. Attendees in Billings: 22 arts leaders from six arts organizations.*

8. Design and produce new programs for The Art of Leadership in professional development focused on governance, organizational stability and growth.

FY 2009 Tasks (with Accomplishments in Italics)

- Partner with the Murdock Charitable Trust to present “Planning for your Organization, Its Growth and Its Facilities” for organizations considering capital improvements and campaigns. Plan for spring 2009.
 - ✓ *Cancelled. Workshop creator/presenter retired and is no longer offering this workshop.*
- Research other workshop topics of interest, and notable presenters.
 - ✓ *Research ongoing, with plans to move toward webinar structures vs. on-site gatherings.*
 - ✓ *Participated in webinars presented by NEA, NASAA and WESTAF on various leadership topics.*

- Produce publications, share industry information resources and research, and foster connections with local, statewide and national service organizations

1. Feature relevant research and useful information in bi-monthly newspaper, State of the Arts.

FY 2009 Tasks (with Accomplishments in Italics)

- Six issues planned: continue all main features of publications.
 - ✓ *Provided information to help artists learn more about ecommerce and resources to help in developing an ecommerce presence.*
- Continue information about newly inducted American Masters.
 - ✓ *Wrote profiles about each round of newly inducted MCAM artists.*
- Continue Career Profiles column.
 - ✓ *Profiled artists in five of six issues.*
- Continue developing Native News section.
 - ✓ *Indian Arts Market development manager gathered news for Native News feature in SOA.*

2. Produce relevant information through various MAC publications.

FY 2009 Tasks (with Accomplishments in Italics)

- Produce general brochure for the agency.
 - ✓ *First draft of publication completed.*
- Research possible private funding for final Barn Door series book “Arts Participation Business Toolkit.”
 - ✓ *Not pursued due to reprioritization.*

3. Continue partnership with Lee Enterprises, Montana Historical Society and Montana Promotions Department to produce annual publication: “Montana’s Cultural Treasures.”

FY 2009 Tasks (with Accomplishments in Italics)

- Annual publication planned for April 2009. Copy due February 2009.
 - ✓ *Provided MCAM photographs for use in the publication.*
 - ✓ *Publication completed, disseminated April 2009, (circ. 100,000 statewide)*

4. Work with Hands of Harvest to develop a new guidebook and marketing approach to benefit rural artists.

FY 2009 Tasks (with Accomplishments in Italics)

- Work with Hands of Harvest to develop distribution plan for guidebooks.
 - ✓ *Completed a distribution plan for newly printed Hands of Harvest guidebooks.*
- Investigate ways to build collaborative relationships with other cultural loop tours, and so build more opportunity for rural artists.

- ✓ *Worked with Hands of Harvest and the KY Launch artists (Montana World Trade Center) to participate in the Made in Montana Marketplace as part of building markets within the state.*
- Continue to work with Hands of Harvest and other rural artist networks (such as Sage and Stone and Alpine Artisans) to develop market strategies.
 - ✓ *Worked with Hands of Harvest to further refine and develop their website.*
 - ✓ *Began conversations with Artists Along the Bitterroot.*

- Utilize technology to maximize participation, distribute resources and provide remote learning opportunities

1. Promote online index of articles from agency newspaper, State of the Arts.

FY 2009 Tasks (with Accomplishments in Italics)

- Web services director coordinates this effort.
 - ✓ *Ongoing, all staff.*
 - ✓ *PDF's of the actual newspaper pages added to the web site along with the regular searchable index of articles from each issue of the State of the Arts.*
 - ✓ *Began work to reorganize the Folklife pages on the MAC website.*
 - ✓ *Indian Arts Market development manager promoted site to Montana's Indian artists.*

2. Promote all website links and resources.

FY 2009 Tasks (with Accomplishments in Italics)

- Web services director coordinates this effort.
 - ✓ *Ongoing, all staff.*
 - ✓ *New website links and resources are promoted through the three email newsletters and the State of the Arts newspaper. Maintain email circulation of 700 per year.*
 - ✓ *Indian Arts Market development manager promoted to Montana's Indian artists*
 - ✓ *Use of web resources promoted to all cohorts of folk artists, especially those LINC related.*
 - ✓ *All Leadership Institute participants receive articles and web link resources from Jim Copenhaver.*

3. Continue offering electronic distribution lists to disseminate useful information for arts educators, artists and arts organizations.

FY 2009 Tasks (with Accomplishments in Italics)

- Every two weeks an email newsletter is sent to three distribution lists (artists, arts educators, arts organizations) by web services director.
 - ✓ *Every two weeks email newsletters were sent to 333 artist subscribers, 203 arts organization subscribers and 207 arts education subscribers.*
 - ✓ *Forwarded electronic distribution lists to email list serve of Native artists.*
 - ✓ *Developed a distribution list for Montana artists interested in public art projects in Montana and nationwide.*

- ✓ *Joined the Americans for the Arts Public Arts Network to gather more public art project opportunities for Montana artists. This has resulted in an average of one call for applications, appropriate for Montana residents, sent out to the growing list per week in the last six months.*
- ✓ *All Leadership Institute participants receive articles and web link resources from Jim Copenhaver.*

4. Utilize electronic survey instruments to collect information and feedback on current and future programs and plans.

FY 2009 Tasks (with Accomplishments in Italics)

- ✓ *Used Survey Monkey to query applicants about their experience applying for Artist's Innovation Awards via the web. Response: 63% responded, 81% reported satisfaction with the process.*
- ✓ *Utilized Doodle.com, an online RSVP service, to plan and coordinate potential cultural tourism partners in Wyoming and Montana for a Billings gathering hosted by MAC and the Yellowstone Art Museum.*
- ✓ *Utilized Doodle.com to coordinate selection committee members for the Percent-for-Art project in Butte.*
- ✓ *Developed the Percent-for-Art program's first online application process with Slideroom.com for the DNRC/DEQ Kalispell project.*

How We Evaluate It:

- Document successful methods of stabilization and growth

1. Disseminate methods of success shared by organizations that participated in the Art of Leadership programs.

FY 2009 Tasks (with Accomplishments in Italics)

- Hockaday Museum of Art continues to present successes at marketing workshops. October 3, 2008.
 - ✓ *Discontinued. Leadership turnover.*
- Continue presenting methods of success during presentations and upon request.
 - ✓ *Ongoing forwarding of success stories to participants via email lists.*

2. Disseminate "best practices" information gleaned from all grant reports.

FY 2009 Tasks (with Accomplishments in Italics)

- Adapt National Performing Arts Conference script for future SOA newspaper article.
 - ✓ *Not pursued due to reprioritization.*
- Share model examples of how Public Value Partnerships grantees build the Three Rs – Relationships, Relevance and Return on Investment.
 - ✓ *Presented examples at National Performing Arts Consortium, Canada Council on the Arts, National Assembly of State Arts Agencies and MAC council meeting.*

- Compile results of training programs through evaluation

1. Collect and analyze surveys and evaluations from participants of:

- A. Indian Artists Training and Showcase at the Montana Indian Business Conference**
- B. The Art of Leadership Phase II program**
- C. Marketing Tune-Up workshops**
- D. Made In Montana Marketplace workshop**
- E. Montana Art Gallery Director's Association**
- F. Creative Capital Workshop**

FY 2009 Tasks (with Accomplishments in Italics)

- Compile evaluations and produce executive summaries in July 2008 (for May 2008 workshop) and November 2008 (for October 2008 workshop).
 - ✓ *Evaluations and executive summaries completed for three Art of Leadership workshops titled "Marketing Tune-Up." Responses very positive.*
 - ✓ *Participants of Creative Capital workshop surveyed and workshop evaluations gathered.*
 - ✓ *With Made In MT planners, reviewed past evaluation criteria for MIM workshops.*
 - ✓ *Completed MIBA artists' showcase and training executive summary, February 2009. Response very positive.*

- Measure networks developed and how well those networks address needs

1. First develop a plan that identifies who needs to be connected, and then determine ways to measure a network's success after it has been established for at least one year.

FY 2009 Tasks (with Accomplishments in Italics)

- Foster networks.
 - ✓ *Continued to foster emerging networks – MIBA showcase artists, Creative Arts Enterprise program participants and artist groups in cultural corridors such as Artists Along the Bitterroot.*
- Research and inventory co-ops (cooperative sales efforts among artists). Discuss network needs.
 - ✓ *Began gathering information regarding both formal and informal artist coops.*
- Begin establishing formal communication networks within marketing programs, MCAM, Indian artists.
 - ✓ *Informal networks continued to be developed among participants from The Art of Leadership programs, MIBA showcase and training artists, Great Falls Native American Art Show participants, MCAM Indian Artists and MAP program participants.*
- Work with networks developed through craft trails guide books.
 - ✓ *Continued work with networks established through the craft trails books.*
- Continue work to develop Creative Arts Enterprise program network.
 - ✓ *Continued work with Creative Arts Enterprise participants by inclusion with other networks, by one-on-one advising, and by electronic communication.*

- Review and analyze annual reports and budgets of arts organizations

1. Review 990s and annual reports of grantees in the Public Value Partnerships program to compare to the baseline year.

FY 2009 Tasks (with Accomplishments in Italics)

- Contract with a Certified Public Accountant to review and analyze FY 2008 after April 15, 2009.
✓ *Engaged Sally Hensel.*
- Co-staff review of final reports May and June 2009.
✓ *Completed.*

2. Design a survey instrument for arts organizations to submit one year after attending a training session to identify any changes in:

- A. Level of sales (Marketing Tune-Up workshop)**
- B. Level of contributions or sponsorships (Fund Raising workshop)**
- C. Level of stability or strength of members (Board Tune-Up workshop)**

FY 2009 Tasks (with Accomplishments in Italics)

- Design, disseminate and compile surveys via Survey Monkey, email and postal mail. Conduct phone interviews with select participants.
✓ *Not pursued due to reprioritization.*

Economic Vitality Frame #2: Market Expansion

Outcome We Want:

Build new markets, exposure and participation opportunities for Montana artists, artisans and arts organizations of all cultures by enhancing marketing outlets and resources, improving exhibition and performance opportunities, promotion and sales venues.

How We Do It:

- Partner to create web-based arts marketing programs that tie to other State of Montana and national arts organization websites

1. Continue to work with Montana Department of Commerce to launch web-based marketing program for qualifying artists and artisans, tied to Made In Montana program.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue to work with Department of Commerce on clarifying the interface with the Made In Montana program and its website.

- ✓ *Continued to work with Department of Commerce in recruiting artists for the Made in Montana program and website.*
- As part of Montana Artrepreneurship Preparation program, develop concept of a juried web-based gallery for Montana artists.
 - ✓ *Began work on developing with Made in Montana a juried program for artists.*
 - ✓ *Worked with Lonie Stimac on development of a “Created in Montana” label for use by juried artists.*
 - ✓ *Worked with Office of Indian Economic Development, Heather Subropena, and Made in Montana, Lonie Stimac, on the development of the “Native American Made in Montana” labeling program.*
 - ✓ *“Native American Made in Montana” labeling program article appeared in SOA/Native News.*

2. Work with CraftNet (international organization) in developing a web-based introduction to using the web as a tool for sales.

FY 2009 Tasks (with Accomplishments in Italics)

- Complete introductory course for artists in e-commerce in fall 2008 that includes web-based CraftNet gallery to use with course as a teaching tool.
 - ✓ *“E-Commerce for Artists” completed in March 2009 and beta version posted on www.craftnetglobal.com.*
- Participate in national launch at the Craft Organization Development Association conference in 2009.
 - ✓ *Done. Presented workshop in how to access and use “E-Commerce for Artists.”*
- Investigate paths for offering the course and using the website in Montana.
 - ✓ *Developed a plan to use the course with at least two MAP cohorts.*
 - ✓ *Found that CraftNet web gallery will not be of use to Montana artists.*

- Create juried artist and artisan programs to set new standards and develop new marketplaces for their work

1. With National Endowment for the Arts funding, develop the Montana Circle of American Masters (MCAM) program and market development plans for Montana’s artists and artisans.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue clarifying and building the role of MCAM as part of a three-track approach envisioned to provide entry points for the broad spectrum of Montana’s traditional artists.
 - ✓ *Continued to recruit and build the MCAM as part of a three-track approach.*
- Using National Endowment for the Arts funding, complete the photographic documentation of artists in MCAM.
 - ✓ *Photographic documentation work of MCAM artists continued, with both completed objects and the process of creation being recorded.*

Other FY 2009 Tasks Accomplished

- ✓ *Completed the distribution of 800 posters and 40,000 mailers calling for MCAM nominations.*
- ✓ *In forming the Creative Capital and LINC cohorts, began to develop another prong of the three-track approach for entry into a statewide system for marketing artists.*

2. Continue selecting candidates for induction into Montana's Circle of American Masters.

FY 2009 Tasks (with Accomplishments in Italics)

- Ongoing selection process.
 - ✓ *Continued accepting nominations of MCAM artists.*
 - ✓ *Ongoing recruitment of Native Artists to apply for MCAM. Three Native Artists were part of the 2009 induction ceremony.*
- Plan and execute a special ceremony for inducted artists.
 - ✓ *Planned and produced formal MCAM induction ceremony in the State Capitol Rotunda. January 2009.*

3. Design a statewide program that builds market readiness in Montana's artists (with multiple entry points), while also laying a foundation for branding Montana's arts and developing markets.

FY 2009 Tasks (with Accomplishments in Italics)

- Develop an orientation session to Montana Artrepreneurship Preparation (MAP) program.
 - ✓ *Developed a 10-hour orientation session for the MAP program.*
- Disseminate information on the MAP program.
 - ✓ *Shared information about the MAP program to groups across the state:*
 - *Fort Belknap (created a cohort, June 2009)*
 - *Plains Arts Association*
 - *Hands of Harvest*
 - *Presentation at Rural Community Conference, May 2009, Bozeman*
- As part of MAP, plan an artists' gathering.
 - ✓ *Initial stages of planning of Annual Artist's Gathering.*

Other FY 2009 Tasks Accomplished

- ✓ *Adopted toolkit approach for determining market readiness.*
- ✓ *Included market ready tools in new database design.*
- ✓ *Indian Arts Market development manager provided input to Folk Arts/Market Specialist on specific issues affecting Native Artists.*

- Promote Montana artists, artisans and arts organizations and create trade and showcase opportunities for their work to reach regional, state and out-of-state markets

1. Develop an initiative for market expansion opportunities for Indian artists, artists living on reservations and in really rural Montana through a planning grant from Leveraging Investments in Creativity (LINC).

FY 2009 Tasks (with Accomplishments in Italics)

- Implementation Grant application (“To Market We Go”) due August 1, 2008, and under review September 2008.
 - ✓ *LINC implementation grant submitted and awarded. Grant period Oct 1, 2008 – Sept 30, 2010: \$50,000 per year.*
 - ✓ *Completed first review and status reporting to LINC evaluators, Wolf, Brown and Assoc.*
- As part of Montana Artrepreneurship Preparation, develop a plan for building specific markets for market-ready artists.
 - ✓ *Began compiling a list of in-state markets for artists as part of MAP program.*

2. Investigate and work with planners of the National Folk Festival in Butte as a possible venue for Montana’s artists.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue to distribute Festival information to artists qualified for the market.
 - ✓ *Done via mailings, telephone work, emails and State of the Arts newspaper.*
- Maximize the role of MCAM in the 2009 festival.
 - ✓ *Facilitated the participation of MAC Master/Apprentices in the 2008 Festival.*
 - ✓ *With the Indian Arts Market Manager, planned and executed the presence of a MAC booth in the 2008 Festival Marketplace. Used as a venue for demonstrators to sell work.*
- Promote First Peoples Market in SOA newspaper and tribal publications
 - ✓ *Done. Indian arts market manager also served as resource for First Peoples Market.*
- Investigate other venues for markets in the region to expand artists’ participation in 2009.
 - ✓ *Researched the Big West Arts Festival in Wyoming. Found weather issues, but location merits further review.*

3. Research development possibilities for organizations with markets in place.

FY 2009 Tasks (with Accomplishments in Italics)

- Research Big West Arts Festival in Wyoming.
 - ✓ *Researched the Big West Arts Festival in Wyoming. Found weather issues, but location merits further review.*
 - ✓ *Researched national venues in Kentucky, North Carolina, Pennsylvania, Minnesota, Maine, and Nevada*
- Research Indian Market during the CM Russell Auction
 - ✓ *Researched venues at the CM Russell Auction as possible markets.*
 - ✓ *Indian arts market manager built relationship with Great Falls Native American Art Show artists and organizers, which occurs during CM Russell Auction.*
- Work to increase artists’ participation in Made In Montana Marketplace 2009.
 - ✓ *Working with MIM planners, planned and recruited artists for expanding the MIM Show to include an “Artisan Gallery” on the second floor of the Great Falls Civic Center.*

- ✓ *Worked with the Montana World Trade Center (MWTC), facilitating the participation of KY artist cohort in the Made In Montana show.*
- ✓ *By working with the MWTC and the KY cohort artists, increased native artists' participation in the Made in Montana Marketplace.*

4. Begin the process of planning for an interpretive exhibit or taping of those individuals selected for the Montana Circle of American Masters.

FY 2009 Tasks (with Accomplishments in Italics)

- Choose a venue and develop a plan for an exhibit of MCAM, possibly with the Montana Historical Society. Date no earlier than FY 2010.
 - ✓ *Because of logistics, personnel, cost, and measurement of potential impact, decided against pursuing an MCAM exhibit with the Montana Historical Society at this time. Also based on word that PGSMOA is considering an exhibit in 2011.*
- Ongoing gathering of information and images for future catalog.
 - ✓ *Instead, settled on a publication to raise awareness of the traditional arts in Montana. Formulated concept.*

5. Continue the work of documenting the process underlying traditional craft as a way to build public appreciation and awareness.

FY 2009 Tasks (with Accomplishments in Italics)

- With National Endowment for the Arts funding, complete the professional photography for current MCAM artists' works and the process.
 - ✓ *Continued working with professional photographers to photograph the work and the creative process of MCAM artists. Completed work with 11 artists.*
 - ✓ *In order to help in documenting MCAM artists, continue to add to MCAM nominations that are submitted.*

How We Evaluate It:

- Analyze success of participants' marketing efforts through income growth, inventory growth in partnerships and distribution opportunities

1. Evaluation methods will be formed prior to programs being launched.

FY 2009 Tasks (with Accomplishments in Italics)

- Create a baseline of economic information based on the Leveraging Investments in Creativity (LINC) participants, the MIBA Artists Training and Showcase participants, Made In Montana Marketplace participants and other programs as developed.
 - ✓ *Determined areas to measure and planned how to implement after the initial orientation launch of each LINC cohort.*
 - ✓ *Worked with MIM planners for ways to gather data from the 2010 show.*

- Review and analyze responses to reporting requirements of program participants

1. Methods for review will be developed in FY 2009 and beyond.

FY 2009 Tasks *(with Accomplishments in Italics)*

✓ *Deferred to FY 2010*

- Assess content of tourism marketing materials and travel promotions

1. Continue MAC staff presence at Tourism Advisory Council meetings.

FY 2009 Tasks *(with Accomplishments in Italics)*

- Attend quarterly TAC meetings. Continue dialogue on geotourism and cultural tourism.
✓ *Executive director attended quarterly meetings.*

- Conduct economic impact studies

1. Start formally collecting information about various artists' financial baselines to begin the process of recording economic impacts within particular individuals, networks or groups of artists.

FY 2009 Tasks *(with Accomplishments in Italics)*

- Continue to provide input for database fields of economic markers for database revision in order to track artists' income.
✓ *Provided input for database fields to more easily access information about folk artists and to identify market ready artists.*

IMPORTANT NOTE: Several new opportunities presented themselves in FY 2009 that caused the agency to shift priorities in order to take advantage of new federal funding. The NEA budget increased by 20% in FY 2009, and MAC received \$142,000 in new funding. With this advent, a new grant-to-artists' program, the Artist Innovation Awards, was developed by MAC and launched in the spring of 2009, with a budget of \$19,000.

In addition the NEA received \$50 million in American Recovery and Reinvestment Act (ARRA) funding, and \$241,000 was received by MAC for a FY 2009 ARRA grant program. The Artist Innovation Awards and the ARRA grant programs were deemed a priority for the agency and required a significant shift in MAC staff's focus.

As a result of these new funding streams, some of the strategies articulated below were re-prioritized to low priority for the year. Where little action was taken in the Economic Development or the Public Value frames, re-prioritization was the cause, since a significant portion of time of the personnel involved was shifted to building programs to take advantage of these new funding opportunities (700 staff hours in FY 2009).

Outcome We Want:

Build person-to-person bridges that connect the arts world to the worlds of politics, education, economics and civic engagement, producing a greater knowledge of how the arts benefit the lives of all Montanans and impact communities statewide. This results in a greater understanding of the return on investment of public dollars for the arts and the need for additional resources for all the arts statewide.

How We Do It:

- Find and define the connections between the arts field and politics, education and economics where there are common values, goals and outcomes

1. Continue relationship-building efforts with key local and state political representatives.

FY 2009 Tasks *(with Accomplishments in Italics)*

- Individual efforts of council members and staff ongoing.
 - ✓ *Council members developed their own advocacy plan, which involves meeting with their local legislators between meetings and reporting out at each meeting on what they have learned.*
 - ✓ *Indian Arts Market development manager provided Tribal Leaders with agency information.*
 - ✓ *Distributed final Building Arts Participation in Rural America publication to all legislators and the governor's office staff.*
- Invite legislators to Montana Circle of American Masters induction ceremonies.
 - ✓ *Invitation issued. Legislators' attendance very low. All legislators were sent MCAM posters.*

- Share Return On Investment stories and results and approaches to legislator meetings by Public Value Partnerships grantees.
 - ✓ *Published in "State of the Arts" fall 2008 and provided as sample to PVP grantees for FY 2008 final reporting. Shared these stories with NEA and NASAA.*
- Invite legislators to The Art of Leadership programs.
 - ✓ *Email invites sent to legislators and local city officials.*
- Continue one-on-one legislative listening sessions
 - ✓ *This strategy cancelled due to other priorities. Move to FY 2010.*
- Whenever possible connect with local legislators where our programs are being produced.
 - ✓ *PVP and C&A grantees urged to do so as part of their FY 2008 final reporting.*
 - ✓ *Not pursued by MAC staff due to reprioritization.*
- Rotunda Exhibit planned for October 2009 at state capitol for "October is Arts and Humanities Month," on behalf of Lt Gov Bohlinger.
 - ✓ *Rotunda Exhibit produced October 2008.*

2. Renew Speakers Bureau program with a ready-made ten-minute electronic version suitable for presentation by council members and others at service clubs and community gatherings.

FY 2009 Tasks (with Accomplishments in Italics)

- Economic impact and arts education advocacy DVDs in distribution.
 - ✓ *Economic Impact DVD redesign begun June 2009.*
 - ✓ *Streaming video of arts education advocacy DVD posted on web site in April 2009.*
- Develop an "elevator speech" about MAC for council members' use.
 - ✓ *Not pursued due to reprioritization. Move to FY 2010.*
- Engage Montana Ambassadors to facilitate showing the DVDs at local civic meetings.
 - ✓ *Not pursued due to reprioritization. Move to FY 2010.*

3. Submit a proposal to Montana Economic Developer's Association (MEDA) for a conference centered around the arts in order to illustrate the potential and needs of artists to economic developers, and to increase the technical assistance skills of the economic developers regarding arts businesses.

FY 2009 Tasks (with Accomplishments in Italics)

- In collaboration with MEDA, develop fall 2009 program full agenda around the arts.
- Pending MEDA approval, develop a short presentation for fall 2008 agenda.
 - ✓ *Given the legislative year and MEDA directions, did not to pursue an arts agenda this year.*

4. Participate in presentations about the arts in non-arts settings.

FY 2009 Tasks (with Accomplishments in Italics)

- Executive director attend Tourism Advisory Council meetings.
 - ✓ *Attended meetings and determined that, in the future, time is better spent elsewhere.*

- Business development specialist and Folk Arts/market specialist attend Montana Economic Developers meetings.
 - ✓ *Done. Determined, based on MEDA priorities, not to pursue an arts agenda at this time.*
- Business development specialist attends Montana Chamber of Commerce Executives meetings with MAC slot on the agenda, League of Cities and towns meetings with MAC slot on the agenda.
 - ✓ *Chamber meeting done. Attended League of Cities and Towns meeting but they declined MAC's agenda request.*
- Arts Education director attend Montana Consortium of Education Leaders meeting to present information on available grant funds.
 - ✓ *Arts Education director presented a session on arts education resources available which was attend by 20 school administrators and school board trustees October 2008 in Billings one, October 2008.*
- Business development specialist continues serving as advisory member for Montana Nonprofits Association and Montana Main Street Association.
 - ✓ *Ongoing.*
- Indian arts market manager to disseminate MAC information to Montana/Wyoming Tribal Leaders Council.
 - ✓ *Done.*
 - ✓ *Indian Arts market development manager disseminated MAC information to the Native American Development Corporation.*
- Folk Arts/market specialist advising development of cultural loop trails (such as Of Sage and Stone) to benefit rural artists through Montana Preservation Alliance.
 - ✓ *Done. Ongoing.*
 - ✓ *Continued to advise the development of cultural loop tours to benefit rural artists through Montana Preservation Alliance.*
- Business development specialist continues serving as advisory member for Montana Nonprofits Association and Montana Main Street Association.
 - ✓ *Done. Ongoing.*
 - ✓ *Attended annual Montana Main Street meeting and disseminated MAC information.*
- Folk Arts/market specialist continues serving as advisory member for Great Falls Made In Montana show.
 - ✓ *Done. Ongoing.*
- Present Governor's Arts Awards video profiles and MAC DVD at Rotary, Kiwanis, other civic organizations in partnership with Montana Ambassadors.
 - ✓ *Not pursued due to reprioritization.*

Other FY 2009 Tasks Accomplished

- ✓ *Percent-for-Art Manager attended and offered technical assistance for the City of Helena, Helena Public Art Committee and the state Department of Transportation.*
- ✓ *Continued to advise the development of cultural loop tours to benefit rural artists through Montana Preservation Alliance.*
- ✓ *Continued to serve as advisory member for Great Falls Made in Montana Show.*
- ✓ *Provided an evening presentation of "Craft in the Kitchen" at the First People's Buffalo Jump annual "Evening at the Pishkun."*

5. Council members develop an action plan around this initiative.

FY 2009 Tasks (with Accomplishments in Italics)

- Implement plan created at June 2008 meeting.
 - ✓ *Council members developed their own annual work plan, which involves meeting with their local legislators between MAC meetings and making a commitment to take action on advocacy and arts education in whatever way they feel most passionately about and report out at each meeting on what they have done and what they have learned.*

- Initiate opportunities to establish relationships between the arts council, artists, artisans, arts organizations and those who fund or provide services for the arts including civic and governmental leaders

1. Encourage grantees' relationship-building with civic and governmental leaders, through requirements in grants reports. Gather and tell the stories.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue monitoring and compiling all annual reporting requirements.
 - ✓ *FY 2008 grantees reported on relationship-building work and MAC staff reviewed this in FY 2009. Adjustments made for reporting due for FY 2009.*

2. Encourage arts leaders' relationship-building with civic and governmental leaders. Encourage use of MAC presentations and publications. Gather and tell the stories.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue disseminating "Montana-The Land of Creativity" publication.
 - ✓ *Done.*
- Continue sharing Public Value Partnerships grantees' reported successes.
 - ✓ *Done.*
- Continue disseminating "Building Arts Participation in Rural America" publications.
 - ✓ *Done.*
 - ✓ *Special presentations made at National Performing Arts Convention, Canada Council on the Arts, National Assembly of State Arts Agencies and at a MAC council meeting.*
- Promote two media presentations: MAC economic vitality and MAC arts education advocacy.
 - ✓ *Promoted Arts Ed DVD, which received high praise, and will promote Economic Development movie in FY 2010.*
 - ✓ *Streaming video of arts education advocacy DVD posted on the web site in April of 2009.*
- Produce MAC general information brochure.
 - ✓ *Not pursued due to reprioritization.*
- Continue electronic presentations on stories about Public Value Partnerships, Building Arts Participation, The Art of Leadership.
 - ✓ *Stories shared in "State of the Arts" and electronically.*

Other FY 2009 Tasks Accomplished

- ✓ *Sen. Ryan Zinke and Rep. Cindy Hiner asked to be panelists for MAC's ARRA grants.*
- ✓ *Artist Innovation Awards contained a "public value" component, asking artist awardees to share their innovative work with the public and define how they would do so in their application.*
- ✓ *Completed distribution of 40,000 mailers and 800 posters announcing the MCAM program. Mailing list included state legislators, state officials, county government officials, museums and interpretive centers, public and academic libraries, feed and farm stores, agricultural groups, colleges, senior centers, visitor centers, extension offices, and guilds.*

3. Continue recruiting tourism representatives and economic development representatives for future arts council appointments and arts representatives for future tourism council appointments and economic developer opportunities.

FY 2009 Tasks (with Accomplishments in Italics)

- Roster complete for FY 2009.
 - ✓ *Council members had conversations with Governor's office about economic development/business people would be good additions to the council. New member Mark Kuipers fits this bill in excellent fashion.*

4. Strengthen the role of the arts in the Montana Economic Development Association and other economic development groups.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue building relations with Montana Ambassadors beyond Governor's Arts Awards.
 - ✓ *Not pursued due to reprioritization.*
 - ✓ *Missed annual meeting due to bad weather.*
- Continue to investigate the ties with the Plains Talk planners.
 - ✓ *Plains Talk connection has become inactive.*
- Continue to develop presentations for Montana Economic Developers Association meetings.
 - ✓ *Action suspended: did not yet make a meaningful connection between the agendas of MAC and MEDA. Given the legislative year and MEDA directions, decided not to pursue an arts agenda or presentations this year.*

Other FY 2009 Tasks Accomplished

- ✓ *Business development specialist met with the Bitterroot Cultural and Heritage Trust for pursuit of an NEA Your Town grant using the arts as the central economic and cultural focus.*
- ✓ *Met with Bitterroot Parkway project planners to integrate arts into existing parkway expansion plans.*
- ✓ *Business development specialist recruited to serve on the Western Montana Economic Development team – first collective of developers joining together in a multi-county team.*

- Partner with arts organizations' leadership and artists to help them articulate the return on investment and public benefits of their missions, products and services as they relate to what the public deems meaningful and relevant

1. Assist arts organizations in effectively communicating their public value to their communities and the state's political leadership.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue ongoing technical support as listed above.
 - ✓ *Done.*
 - ✓ *Conducted phone interviews with all Public Value Partners to learn how the current economy was impacting their business. Used these results to tool new American Recovery and Reinvestment (ARRA) grants funded by the National Endowment for the Arts. "Public benefit" was also wrapped into criteria for these grants. Two legislators served as grant panelists for this program.*
 - ✓ *Continued one-on-one guidance to MCAM artists.*
 - ✓ *Continued one-on-one guidance to other folk and traditional artists.*
 - ✓ *Provided guidance to groups, such as the artist groups in Plains and in the Seeley-Swan, who want to develop marketing opportunities for artists.*

2. In all council meetings and program convenings, continue the discussions of how to maximize and reinforce the public value of the arts.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue agenda focus on public value for MAC meetings.
 - ✓ *Each meeting contained at least one agenda item on this topic.*

Public Value Frame # 2: Innovation

Outcome We Want:

Foster an environment where leaders look to the innovation of artists and the arts to enliven, invigorate and enrich their endeavors and their communities.

How We Do It:

- Provide and encourage networking to build and strengthen partnerships, both monetary and conceptual, between local businesses and the arts community

1. Continue staff participation in statewide service organizations' meetings, including: Montana Association of Symphony Orchestras, Museum and Art Gallery Directors' Association, Montana Performing Arts Consortium, Montana Alliance for Arts Education.

FY 2009 Tasks (with Accomplishments in Italics)

- Ongoing.
 - ✓ *Attended all state-wide meetings of above organizations.*

Other FY 2009 Task Accomplished

- ✓ *Created Artist Innovation Awards and granted six \$3,000 awards in FY 2009. These grants were funded through an increase in federal funding to the agency in FY 2009. The goal of this program: to foster environments where the innovation and creativity of artists are valued and celebrated, rewards Montana artists who have demonstrated:*
 - *Extraordinary innovation in their work and artwork*
 - *Outstanding originality and dedication in their creative pursuits*
 - *A marked capacity for self-direction*

2. Work with Made In Montana to develop a label program for Montana artists.

FY 2009 Tasks (with Accomplishments in Italics)

- Explore and promote American Indian-made labeling system to support “Truth in Advertising” for American Indian artists and increased value of Montana’s Indian art and artists.
 - ✓ *Developed American Indian-made labeling system to support “Truth in Advertising” for American Indian artists and increased value of Montana’s Indian art and artists.*
- Continue working with Made In Montana to develop a label, incorporating it with the plan for developing markets for artists.
 - ✓ *Worked with Lonie Stimac to draft a “Created in Montana” label, in addition to providing input for the redesign of other labels in the Made in Montana program.*
 - ✓ *Gathered information for a jury process to accompany the Created in Montana label.*
- Possible funding for this effort through the market proposal submitted to Leveraging Investments in Creativity (LINC).
 - ✓ *MAC has been invited to submit a proposal for another two-year LINC grant for Oct. 2010- Sept 2012 and will consider this initiative among other activities to include in the proposal.*

3. Work with Made In Montana to encourage artists to access the benefits of the Made in Montana website.

FY 2009 Tasks (with Accomplishments in Italics)

- Investigate ways to incorporate in Montana the CraftNet web-based gallery as an alternative.
 - ✓ *Investigation of CraftNet web-based gallery produced conclusion that it will not fulfill the needs for Montana artists in general.*
- Continue to collaborate with the Department of Commerce on filling additional space with artists for the 2009 Made In Montana Marketplace.
 - ✓ *Worked with MIM Marketplace planners in expanding the Marketplace and developing an “Artisans’ Gallery” on the second floor of the Great Falls Civic Center. Recruited artists to fill the space.*
 - ✓ *Developed American Indian-made labeling system to support “Truth in Advertising” for American Indian artists and increased value of Montana’s Indian art and artists.*
- Develop plan for a juried website in conjunction with Leveraging Investments in Creativity and begin implementation.
 - ✓ *Too early to begin thoughts on this in FY 2009.*

- Share industry developments, research and publications with artists, arts organizations and community leaders that reinforce the benefits of bringing the arts into community conversations

4. Staff participation in community meetings including statewide Chamber of Commerce Executives' meeting, League of Cities and Towns annual meeting, Convention and Visitors' Bureaus Executives' annual meeting, Montana Economic Developers Association quarterly meetings.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue engagement with and plan to present and/or participate in all statewide annual meetings for executives of chambers of commerce, convention and visitors' bureaus, and Montana League of Cities and Towns.
 - ✓ *Strategy needs rethinking. Have not effectively found common ground for presentations.*
 - ✓ *Shared NGA and NASAA research state-wide through listservs and "State of the Arts."*

5. Continue relations with the Montana Ambassadors statewide service organization to produce the Governor's Arts Awards ceremonies.

FY 2009 Tasks (with Accomplishments in Italics)

- ✓ *Relationship on track. Toni Broadbent serves as chair of Ambassador Committee.*

6. Build relations with the Montana Ambassadors statewide service organization to promote the public value of the arts at various civic group meetings.

FY 2009 Tasks (with Accomplishments in Italics)

- Identify and enlist ambassadors in as many communities as possible to present MAC's DVDs at their civic meetings (such as Kiwanis, Lion's Clubs, Rotary Clubs, Junior Leagues, etc).
 - ✓ *Not pursued due to reprioritization.*

7. Staff representation on regional and national boards, panels and gatherings to gain new ideas, share practices and cultivate partnerships.

FY 2009 Tasks (with Accomplishments in Italics)

- Staff continues serving as appointed and requested.
 - ✓ *Executive Director serves as Treasurer for National Assembly of State Arts Agencies, chair of their Budget and Planning Committee, and is a member of the Governance committee. Also serves as Vice-President of the Association of Performing Arts Presenters, where she serves as a member of the Executive Committee.*
 - ✓ *Arts Education director served on National Assembly of State Arts Agencies' Arts Education advisory committee through December 2008.*
 - ✓ *Continued to serve on CraftNet Ecommerce Curriculum Committee.*
 - ✓ *Participated in national launch of CraftNet website at CODA in April 2009 by presenting workshop in how to access and use "E-Commerce for Artists."*

- Provide and/or link artists and arts organizations to the skills and training needed to make them stable, innovative and active community participants and partners

1. Begin new and ongoing column in the State of the Arts about emerging and semi-established artists who are successfully building community profiles, markets and businesses.

FY 2009 Tasks (with Accomplishments in Italics)

- Refine and continue column.
 - ✓ *Columns continued this year featuring an array of artists.*

2. Provide staff consultation (upon request) to individual artists and to arts organization's at their board meetings and other gatherings.

FY 2009 Tasks (with Accomplishments in Italics)

- All staff members continue to provide technical assistance upon request.
 - ✓ *Executive Director met with Wyoming and Billings-area arts leaders to investigate development of cultural tourism trail in Montana/Wyoming; Fort Peck Summer Theatre, Yellowstone Art Museum, Alberta Bair Theater, Billings Symphony, Montana Arts, Beaverhead County Museum, Great Falls Symphony, Wolf Trap Farm Park for the Performing Arts, Montana Rep, Rocky Mountain Ballet Theatre, National Folk Arts Festival in Butte, among many others.*
- Continue one-on-one guidance to all participants from The Art of Leadership programs.
 - ✓ *Jim Copenhaver and business development specialist were available for conference call consulting.*
- Continue technical support for Public Value Partnerships grantees in shaping their actions and reports.
 - ✓ *Provided "excellent examples" of organizations working on relationship-building, producing "relevance" between their organization's offerings and their audience, and in telling effective "return on investment" stories.*
- Continue technical support for Montana Circle of American Masters.
 - ✓ *Done.*
- Folk Arts/market specialist and Indian arts market manager continue to work with artists around the state.
 - ✓ *Done, including Plains artists.*
 - ✓ *Provided information to the Great Falls Native American Art Association.*
 - ✓ *Provided one-on-one help to Creative Capital cohort and to Made in Montana participants.*
- Folk Arts/market specialist continues work with Montana Alpine Artists, Big Timber artists, Hands of Harvest, and other cultural loop tour entities.
 - ✓ *Done.*
- All staff continue to offer consultation to artists and arts organizations throughout the state.
 - ✓ *Done.*

- Arts Education director continues to offer consultation to arts educators and artists around the state.
 - ✓ *Education director met with Montana Alliance for Arts Education, Alpine Artisans Inc., AM String Band, CoMotion Dance Company, Stumptown Art Studio and provided extensive phone consultation with ArtMobile of Montana, Alberta Bair Theater, MAPS Media Institute, Missoula Symphony Association, MT Film Academy of International Wildlife Media Center, North Valley Music School, Paris Gibson Square, and Signatures from Big Sky to offer technical assistance on programming, funding and board development.*
- Accountant continues work with MT Department of Labor and Industry regarding clarification of employee vs. independent contractor rules and possible exemptions for extenuating circumstances.
 - ✓ *Accountant made presentations at MAGDA and Great Falls Museum Association on new 990's and Independent Contractors vs. Employees.*

3. Participate as members of advisory committees for organizations (upon request).

FY 2009 Tasks (with Accomplishments in Italics)

- Business development specialist serves as advisory committee member on Montana Non Profit Association to help develop nonprofit rules and regulations.
 - ✓ *Done. Ongoing.*
- Business development specialist serves as statewide advisory committee member on Montana's Main Street Association (a program of the Department of Commerce) helping to select communities for Main Street Program accreditation and to refine statewide Main Street programs.
 - ✓ *Done. Ongoing.*
- Arts Education director serves on the board of the Montana Alliance for Arts Education organization as an advisor.
 - ✓ *Done. Ongoing.*
- Arts Education Director served the National Assembly of State Arts Agencies as an Arts Education advisor.
 - ✓ *Done December 2008.*
- Arts Education Director serves as a member of the National Assembly of State Arts Agencies committee that develops resources for arts education managers, published in the Research-Based Communications Toolkit: http://www.nasaa-arts.org/nasaanews/arts-and-learning/al_toolkit.htm
 - ✓ *Ongoing.*
- Folk arts/market specialist served on advisory committee for the Great Falls Made In Montana 2009 Marketplace.
 - ✓ *Done.*
- Continue participation as appointed and requested.
 - ✓ *Co-hosted national gathering of all state arts council executive directors with the National Assembly of State Arts Agencies in Bigfork. Twenty-six state directors and the National Endowment for the Arts staff attended.*

Other FY 2009 Tasks Accomplished

- ✓ *Information shared through presentations made at National Assembly of State Arts Agencies, Western States Arts Federation, Canada Council on the Arts, National Performing Arts Convention.*

4. Provide ongoing arts education technical expertise through 800# Hotline.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue hotline access.
 - ✓ *Conversations with teachers, administrators, arts organization staff, teaching-artists and parents throughout the year.*

5. Collaborate with Made In Montana to further access state Department of Commerce dollars for artists to attend out-of-state wholesale shows.

FY 2009 Tasks (with Accomplishments in Italics)

- Continue ongoing work with event planners, serving on advisory board.
 - ✓ *Continued working with the Made in Montana Marketplace planners.*
- Continue to refer artists to state Department of Commerce for funding to attend wholesale shows.
 - ✓ *Referred artists to Commerce for funding for wholesale shows and provided technical assistance for artists applying for help for the first time.*
- Investigate having a presence at the American Craft Retailers Expo in Las Vegas 2009.
 - ✓ *Continued to “watch” the American Craft Retailers Expo in Las Vegas.*

6. Build a larger network of artists through industry investigations and updating current data.

FY 2009 Tasks (with Accomplishments in Italics)

- ✓ *Through investigations on the ground and reports from the field regarding markets and market development, the FolkArts/Market Development person continued to update industry information. Using that updated information, cohorts of artists were identified. The Folk Arts/Market Development person then began linking those groups into a larger network of artists.*

Public Value Frame #3: Challenges and Opportunities

Outcome We Want:

The arts will be positioned as a responsive and meaningful solution to challenges facing Montana and its leaders, and used as an effective framework to build new opportunities in the future.

How We Do It:

- Anticipate new directions and challenges that will be important to the lives of Montanans and their communities, including the need for affordable healthcare for artists and arts organization employees, ADA compliance, and arts in healthcare

1. Begin to alter practices and collect information to address these issues.

FY 2009 Tasks (with Accomplishments in Italics)

- An internet survey will be developed to find out from the targeted participants what information they would like and what delivery systems for that information would be most valuable.
 - ✓ *Arts in Healthcare survey initial drafting began for distribution in FY 2010.*
- Specific strategies will be developed to make services and information available to a varied audience using the most cost-efficient and practical method for the particular audience.

FY 2009 Tasks (with Accomplishments in Italics)

- ✓ *Grants director started MAC blog site.*

2. Develop associations with health care resource organizations.

FY 2009 Tasks (with Accomplishments in Italics)

- Executive assistant and council members research organizations and make recommendations.
 - ✓ *Executive assistant's membership with the Society of Arts in Healthcare has resulted in an average of one news brief with links to full articles of interest to our readers for every bi-monthly issue of the State of the Arts newspaper and access to a webinar on building arts and healing programs and good ideas for our Arts and Healthcare survey of healthcare providers, artists and arts organizations.*

- Assess how the arts council can handle the potential impact of new directions within its programming and project funding decisions, and make sound, strategic investments with agency dollars and staff to advance these areas

1. Staff and council members work annually to develop the agency budget in alignment with the desired outcomes in the Blueprint for Operations.

FY 2009 Tasks (with Accomplishments in Italics)

- Complete legislative budget request and send to the Office of Budget and Program Planning in August 2008.
 - ✓ *\$142,000 increase in federal funding apportioned in alignment with strategic plan. Efforts to increase state funding are unsuccessful.*

- ✓ *Council approved budget in FY 2009 for FY 2010 initiatives to develop technology technical assistance program and a series of webinars to address important issues for the field.*
- ✓ *MAC received \$291,000 in federal ARRA funding from the National Endowment for the Arts and created the ARRA grant program (\$241,000 allocated to grants; \$50,000 allocated to restore cuts to MAC budget requests from Governor's office and to pay for administering the ARRA grant program) with applications due in June 2009. Panels met to allocate funding in August 2009.*

Other 2009 Tasks Accomplished

- ✓ *Designed and implemented new web-based nominations process for Governor's Arts Awards.*
- ✓ *Designed and implemented new web-based grants program – Artist's Innovation Awards.*
- ✓ *Designed and implemented one-time web-based grants program – American Recovery and Reinvestment Act.*
- ✓ *Work began to change Opportunity grant program into something more accessible and more aligned to the strategic plan for finalization and implementation in FY 2010.*
- ✓ *Redesigned Professional Development grant program.*
- ✓ *Used Slideroom as an intermediary bridge for e-grants. The process was very successful for several programs (GAA, AIA, Percent for Art and ARRA), though the learning curve was steep.*
- ✓ *Develop one major technological learning opportunity per year for artists/arts groups.*

2. MAC's database upgrade and reorganization 50% completed. When finished, the data will provide on-demand information for payment histories, legislative reports, distribution of funds reports, grant project summaries and histories.

FY 2009 Tasks (with Accomplishments in Italics)

- Information Technology Services Division budgets the next steps for FY 2011 biennium.
 - ✓ *Requested funding for state to layer in an e-grants system, which was not funded, but agency was able to garner some funding from ARRA program.*
- Possible reassessment based on future funding.
 - ✓ *Partial funding from NEA ARRA program available Oct 2009 – Sept 2010.*
- Service Level Agreement in place for FY 2008 and FY 2009 money.
 - ✓ *Work concluded on time.*
- Information Technology Services Division representative and MAC staff continue meeting twice weekly to line out the database redesign, which includes needed reports, outcomes, assessing and implementing staff training.
 - ✓ *Met frequently to conclude this work. Database framework completed by June 30, 2009, with mapping and testing to continue in FY 2010 before final conversion.*
- MAC will work to get funding for the next phase of this project.
 - ✓ *Unable to do this through legislative process, but using ARRA funding to implement the e-grant phase.*
 - ✓ *Funded by federal ARRA grant. MAC also investigated other less-costly alternatives and will weigh who gets contract to develop e-grants in FY 2010.*

- ✓ *Requested funding for state to layer in an e-grants system, which was not funded, but agency was able to garner some funding from ARRA program.*
- Agency database will be redesigned, tested and fully functioning by end of FY 2009.
 - ✓ *Completed; full launch of new database delayed to FY 2010 due to the birth of Kristin Han Burgoyne's new baby.*
 - ✓ *Launched new e-grants program with the use of Slideroom for Artist Innovation Awards, Governor's Arts Awards, Percent-for-Art and ARRA grants. Conducted Survey Monkey survey with applicants for evaluating online process for Artists' Innovation Awards. (It was a huge success.)*
 - ✓ *MAC completed an ITPR for an online e-grants workflow management system.*
 - ✓ *Database design meetings once a week to outline the database redesign.*
 - ✓ *Database in production with ITSD designers.*
 - ✓ *Database extensively updated, cleaned up and refined.*

FY 2009 Internal Operations Tasks Accomplished

- ✓ *Hired new Bookkeeper as a modified partial FTE, a position the agency has tried to get funded by the state since 1999 (unsuccessfully). This position is funded by increased NEA funds in FY 2009.*
- ✓ *Completed establishing Modified FTE positions with state budget office.*
- ✓ *Created new Internal Controls policy manual for financial audit purposes.*
- ✓ *Began monitoring and testing of internal controls for financial audit purposes.*
- ✓ *Created new Employee Manual for MAC staff.*
- ✓ *Configured new Public Value Partnership grant applications for FY 2010—2013 that integrate final reports for FY 2009 as applications for next cycle.*
- ✓ *Finalized funding parameters for next cycle of Public Value Partnerships.*
- ✓ *Conducted Poet Laureate search for FY 2010 and submitted candidates to the Governor for his selection of the new Poet Laureate.*
- ✓ *Successfully ran Cultural Trust grant program for the legislature.*
- ✓ *MAC storage archiving project in new headquarters 70% completed by end of FY 2009.*

- Define and convey to those who impact state and local resources how those challenges can be met through increased revenues and resources for the arts

1. Develop a toolkit that strengthens the case for use of public dollars to support the arts (Public Value Lite), to use to engage with those who impact MAC's state and local resources.

FY 2009 Tasks (with Accomplishments in Italics)

- Business development specialist will prepare a user-friendly toolkit.
 - ✓ *Not pursued due to reprioritization.*

2. Engage state budget office and Governor's policy advisors and legislators in biennial budget planning for 2010 and 2011.

- ✓ *1.5% general fund increase was eliminated and MAC got a 10% cut in each year of the biennium.*

3. Continue to invite Governor's policy advisors and state legislators to arts council programs and meetings to learn from them and seek their advice, and to tell them our stories.

FY 2009 Tasks (with Accomplishments in Italics)

- ✓ *Three Bozeman legislators attended October 2008 MAC meeting in Bozeman. Governor's staff members were invited to all meetings, but were unable to attend. Montana Cultural Advocacy lobbyist attended June 2009 meeting and reported on the legislative session.*

The End!